

## EXECUTIVE SUMMARY

July 2013 marked the eighth year of the Houston Arts Alliance, and calendar year 2014 encompasses the 39<sup>th</sup> year of the City of Houston funding of the arts through a public/private partnership. This long-standing collaboration has proven highly effective in developing the arts sector and providing the highest quality arts programs and services to citizens and visitors in Houston. The variety and diversity of the artistic offerings, supported by the City of Houston through Houston Arts Alliance, have helped to secure Houston's position as a premiere arts city.

At its inception eight years ago, Houston Arts Alliance was envisioned by the community as Houston's municipal arts agency, charged with sustaining and expanding the arts sector, advocating the importance of the arts to and impact on the region, cultivating business leadership for the arts, and expanding tourism through arts marketing.

In 2014, Houston Arts Alliance (HAA) will provide the following programs and services to advance the arts in the Houston area:

- Manage disbursement of more than 250 grants to non-profit, Houston based organizations and artists primarily funded by City of Houston Hotel Occupancy Tax funds, to support arts programs for citizens and visitors;
- Direct services to the arts sector, including capacity building assistance to emerging, mid-sized and multicultural arts organizations;
- Advance and expand the Business Volunteers for the Arts (BVA) program; expand and manage the Arts Management Database, the second largest initiative in the country, now serving more than 50 arts organizations with more than 1.2 million names;
- Manage the City of Houston's Civic Art Program to enhance the region's physical environment for residents and visitors through contracts with the General Services Department (GSD) and the Houston Airport System (HAS);
- Advance and expand the Folklife + Traditional Arts, the only urban folklife program west of the Mississippi, to showcase and highlight the rich artistic and cultural traditions of Houston's diverse communities.
- Facilitate a city-wide cultural planning process in partnership with the City of Houston Mayor's office.
- Host GrantMakers in the Arts National Conference in conjunction with the Houston Endowment.
- Produce five exhibitions at Alliance Gallery at the Houston Center for the Arts, featuring the work of Houston artists;

## MISSION, GOALS AND OBJECTIVES

### MISSION

Houston Arts Alliance exists to enhance the quality of life and tourism in the Houston region by supporting and promoting the arts through programs, initiatives and alliances. To do this HAA seeks to:

- develop the region's arts and cultural organizations
- develop the region's artists and artists' resources
- respond to the community's evolving demographics
- enhance and manage the City of Houston's civic art collection
- Improve the visual environment of Houston
- develop and support initiatives to build Houston's identity as a center for the arts
- represent the arts within the broader business community
- develop and advocate public policy on the arts

## GOALS AND OBJECTIVES

1. Houston's unique cultural and ethnic diversity provides the foundation for expanding its identity as a global center for the arts
2. Ensure that arts marketing and cultural tourism is well coordinated and greatly expanded
3. Expand and enhance the Civic Art Program and Folklife + Traditional Arts Program
4. Advance business leadership in the arts
5. Support and advance arts education as possible
6. Facilitate and elevate dialogue within in the arts field
7. Proactively and effectively lead and serve the arts field
8. Maintain an effective relationship with the city and county
9. Ensure that HAA funding is provided multi-year, expand arts grants and develop new funding sources

## CALENDAR YEAR 2014 BUSINESS PLAN

For 2014, HAA's direction is clear. We continue to implement our nine strategic goal areas, complete an assessment of our grants program and further solidify the civic art program, all resulting in a stronger agency from which we can conduct the important work of expanding the arts sector, contributing to the expansion of tourism, and ultimately increasing quality of life for all Houstonians – a benchmark in our city's success. HAA has been able to leverage private sources for revenue that make up about forty percent of the operating budget for the fiscal year 2014.

### I. GRANTS

Per a 1996 ordinance mandate, 18% of the HOT arts monies are directed to the Museum District for direct distribution to 11 of the 18 cultural institutions in that district for general operating support; 24% are directed to the Theatre District for general support to 7 cultural organizations; and 16% is directed to Miller Outdoor Theatre to support general operating as well as grants to performing organizations. All other arts grants are distributed through HAA's Grants Program, with more than 250 grants awarded in 2013.

Because of the 1996 contract structure, the amount of arts HOT funds directed to districts are protected, while monies distributed by HAA are under greater pressure each year as the non-profit arts field grows. Our applications for fiscal year 2013/14 funding are again over 400 organizations, and the demand is increasing as there are a growing number of non-profit arts organizations and qualified artists based in Houston. HAA's Grants Program manages the investment of public funds in the arts to build and sustain the non-profit arts sector and ultimately to expand tourism and increase Houston's identity as a city with a superior quality of life. Funded primarily through the City of Houston Hotel Occupancy Tax, the program is also supported in part by Texas Commission on the Arts to ensure that areas inside Harris County but outside Houston have access to the arts.

**Competitive Grants:** Houston Arts Alliance uses the national standard for distribution of grants, by Local Arts Agencies – the peer review panel process, to guide the allocation of the competitive grant funds. This nationally recognized "best practices" process utilizes the expertise of objective and knowledgeable arts professionals, artists and community members who conduct independent, methodical evaluations of applications based on published criteria. The criteria are periodically reviewed by an HAA Grants advisory committee and approved by the Board of Directors. Criteria for the competitive grants programs include key elements such as:

- Artistic / cultural merit of the organization's programming
- Audience development and community outreach efforts
- Cultural tourism impact and contribution of the organization to the development of Houston's environment as a cultural destination
- Administrative and management ability of the organization

Applicants apply to a select grants program by submitting applications for peer panel review. Some panels are organized by arts discipline (such as Music, Dance, Theater, Visual Arts, etc.). Applications are judged against the criteria rather than against other applicants to ensure that small organizations are not competing with larger, more organizationally savvy organizations. In addition organizations with like-sized budgets are reviewed in groups to insure the focus of the panels.

The amount for which an organization is eligible (based on an organization's budget) and the score of the application determine the size of a grant. Panel recommendations are submitted to Houston Arts Alliance's Grants Committee for review and to the full Board for approval. This system of careful review by peer panels, scores based on published criteria, and an independent grievance procedure, assures that Houston Arts Alliance's competitive grants process is equitable and measurable.

In 2014, HAA will continue to implement the competitive grants program as outlined below. In addition, we will continue to assess the grant process, allocations and guidelines. With changes in technology, similar programs across the country have streamlined the application and reporting process substantially, reducing staff time for granting organizations as well as the applying organizations. The Grants Program is comprised of four main funding categories:

- **General Operating Support:** Operating Support funds are available to organizations that have successfully completed two consecutive project grant cycles and have a core mission at the arts and cultural organizations. HAA utilizes a two-year application cycle, wherein organizations apply every-other year, with regular annual reports. This reduces the paperwork burden on applicants, while maintaining accountability. General Operating is one of the most difficult types of funding to garner from corporations and foundations; therefore, this category is particularly critical to the long-term fiscal health of our arts organizations. These are HOT monies, therefore directed only to Houston-based arts organizations.
- **Arts Project Grants:** Funds from this category support small arts organizations as well as arts programs and initiatives produced by a wide variety of nonprofit organizations throughout the city. The projects funded in this category further enhance the cultural environment of the city, bringing high-quality arts and culture to both traditional as well as non traditional arts venues. These are HOT monies, therefore directed only at Houston based organizations.
- **Touring & Neighborhood Arts Grants:** This category, funded with Texas Commission on the Arts funds, supports arts performances, workshops and outreach activities in nontraditional locations in Houston as well as throughout Harris County. This is the only arts funding mechanism for arts endeavors outside of the City of Houston and in Harris County. These are primarily small matching grants to support outreach activities.
- **Individual Artist Grants:** Recognizing that a vibrant arts sector can not exist without opportunities for artists of high merit to live and work in Houston, individual artist awards are made to support the work of Houston artists. These grants principally enable artists to set aside time to create new works, complete works in progress or pursue new avenues of artistic expression. Houston Arts Alliance exhibits the work of grant recipients at Alliance gallery and showcases performing artists at lectures, poetry readings and on stage at the Bayou City Art Festivals.

- **City's Special Initiative Program Grants:** Of the 19.3% Hotel Occupancy Tax funds contracted to Houston Arts Alliance, 2.5% is contract directed for distribution at the discretion of the Office of the Mayor through the City's Initiative category. HAA manages the review process on behalf of the City, while The Office of the Mayor retains the final decision.
- **Arts Marketing Houston Grants:** This category is open to current HAA grantees and funds special marketing initiatives to not-for-profit arts and cultural organizations that can demonstrate a viable plan to market Houston to their constituents or to the public at large.
- **Placemaking / Boulevard:** Place making impacts visitors and residents interactions with our public spaces. It goes beyond place marketing as it enhances the tourist experience of the city as they travel between primary destinations such as the museum and theater districts into neighborhoods to explore local distinction. Well-crafted spaces and engagements facilitate a relationship between the visitor and the city such as boulevard project implementation which showcase neighborhood spaces. This opportunity was created to support projects that will potentially generate real models for cultural engagement while providing local opportunities for economic development in communities through the implementation of innovative civic design approaches. Each term, \$100,000 has been awarded for design and implementation, or implementation-only, and requires a 1:1 cash match.

**Touring and Neighborhood Arts Grant (TNAP)** A placemaking grant program funded by Harris County and the Texas Commission on the Arts, supports arts performances, workshops and outreach activities in non-traditional locations throughout Harris County and City of Houston.

As administrator of monies generated by the Hotel Occupancy Tax Code, HAA educates applicants regarding the appropriate usage of HOT funds and closely monitors the use of those funds to ensure that ultimately tourism is expanded through the support and awareness of Houston as a destination for the arts.

## II. PROGRAMS AND SERVICES

The Houston Arts Alliance (HAA) provides voice and leadership through its support of arts organizations and individual artists with programs and services that help build and foster a vibrant and creative community. These programs and services help to sustain and ensure that the creative contribution by arts professionals remains a vital part of community life across Houston and the region. The Program & Services department of HAA provides relevant programming that help arts organizations and individual artists be effective stewards of their resources.

- **Arts & Business Council of Greater Houston:** The Arts & Business Council of Greater Houston is an initiative of Houston Arts Alliance that will expand and deepen partnerships between the nonprofit arts sector and corporate community. The Arts & Business Council works to increase and elevate these relationships by offering programs and services focused on leadership and volunteerism. Through programs, including Business Volunteers for the Arts®, we will build stronger support for the arts by businesses, foster leadership, and encourage sharing of knowledge and best practices.

The Arts & Business Council of Greater Houston serves as a vital link between business and the arts, creating connections to make the Greater Houston area culturally vibrant and economically strong.

Programs of the Arts & Business Council include:

- Board Leadership in the Arts
- Business Volunteers for the Arts®
- Financial Literacy Training

The Arts & Business Council of Greater Houston is comprised of business and civic leaders who will provide leadership and expertise on key Arts Council initiatives including messaging, advocacy, and strategic alliances within the greater Houston area.

- Board Leadership in the Arts is a new program focused on preparing the next generation of board members to effectively help arts organizations succeed both financially and artistically through excellence in board leadership, governance and ethical practices. The program will focus on preparing corporate professionals for a lifetime of volunteer board leadership. Following successful completion of the program, Houston Arts Alliance may assist in matching graduates with boards of qualified nonprofit arts organizations. Program launch will be Fall 2014.
- Business Volunteers for the Arts® (BVA) is a national program under the leadership and coordination of the Arts & Business Council of Americans for the Arts designed to provide nonprofit arts organizations with high-level business assistance. This consulting program connects skilled private sector business professionals with nonprofit arts and culture organizations to complete pro bono projects such as general or area focused strategic planning, financial reviews or long-term planning, executive coaching, and mentorships. Applications from both interested volunteers and nonprofit arts organizations are accepted on a rolling basis.

In 2013, the program served 18 unique Houston based arts organizations through consultants who volunteered over 1,000 hours and provided over \$138,000 in pro bono services to the projects. The program stresses the reciprocal relationship between private sector business and arts organizations that forges creative partnerships and connections, a key priority of the Arts & Business Council of Greater Houston.

- Financial Literacy Training is a new program created to offer financial and accounting guidance and services to nonprofit arts organizations. Firms or CPAs who wish to participate in the pre-determined fee for service program are matched up with arts organizations who have met the qualifications for program participation, which include mandatory workshops on fundamental topics and an application process. All fees for service go directly to the Firm or CPA working with the arts organization. Program launch will be Fall 2014.

For 2015, the focus will be:

1. Creating and Implementing the Board Leadership in the Arts and Financial Literacy Training programs to service the nonprofit Greater Houston arts organizations,
  2. Developing meaningful and lasting relationships with private sector businesses interested in making a difference through participation in the Arts & Business Council of Greater Houston, and
  3. Identifying private sector thought leaders to sit on the Arts & Business Council of Greater Houston who will advise staff on programs and services focused on leadership and volunteerism that will expand and deepen partnerships between the nonprofit arts sector and the business community.
- The Arts Database Management Program (ADMP): Is a centralized, accessible database available to local arts organizations for the purposes of audience outreach and development. Creating easy ways to exchange lists between organizations, sharing list hygiene expenses, and data research and analysis are only some of the benefits of this program. The service is free to HAA grantees, fee-based to non-grantee organizations and is provided through TRG Marketing. HAA has been successful at garnering the involvement of over 60 organizations in Houston. The database currently has over 1.5 million names and is one of the largest databases of its kind nationally.

- **Capacity Building Initiative:** The mission of the Capacity Building Initiative is to invest, impact, and inform the administrative capacity of arts organizations toward artistic excellence. The Initiative offers strategic funding & specialized services throughout critical stages of an organization's lifecycle. Currently, over 20 beneficiaries are supported through the Pre-Incubator, Incubator, Accelerator, and Sustainability Programs. During 2014, over 250 arts administrators & professional artists benefited from our 6 professional development workshops. All professional development initiatives focus on strengthening infrastructure, including the areas of board governance, staff management, financial resources, and administrative systems.
- **The Pre-Incubator Program,** a pilot program of the Houston Arts Alliance, develops organizations from idea to start-up by strengthening critical infrastructure (i.e. management, governance, financial resources, and administrative systems). For 12 months, clients become a "virtual" resident of the Incubator Program and receive access to monthly organizational assessments, mentorship, consultant presentations, and an organizational learning database. After a performance review, selected clients who demonstrate the strongest program participation will receive an unrestricted grant award of \$5,000 to \$7,500. This program is funded by a local foundation to support HAA's role in capacity building.
- **The Resident Incubator program** has been developing the next generation of arts organizations since 1995. The program is designed for small arts organizations and offers office space, access to shared meeting space and office equipment, administrative assistance, workshops, consulting, and mentoring for up to three years.
- **Accelerator & Sustainability:** Through this category, Houston Arts Alliance assists mid-size cultural organizations through the transitions of significant growth and organizational change. Awarded competitively, this grant service provides an assessment of the organizational structure, including adherence to mission and core values, board and staff leadership, facility needs, marketing, fundraising, financial and communication systems, etc. Based on the findings, a plan of action is developed and implemented focusing on priority areas for 12 to 18 months. HAA engages specialized consultants to guide implementation of the assessment recommendations.
- **Power2give.org.:** HAA launched the Houston site in August of last year with investments from Bank of America and Anchorage Foundation. With tools and resources for cultural organizations, power2give.org makes posting, donating, and promoting projects convenient, engaging, and effective. Power2give.org is a non-profit website developed and launched by Arts & Science Council of Charlotte, NC, that allows arts and cultural organizations to post and promote specific projects in need of funding and empowers donors to give directly to the projects they are most passionate. Since its inception, power2give.org has expanded to 22 markets nationwide with plans to open 3 more sites by April 2014 and has had over 1,950 posted projects which attracted 21,000+ donations generating over \$4,710,000.

### III. Civic Art + Design

The HAA Civic Art + Design program was established in 1994 under the auspices of the Cultural Arts Council of Houston and Harris County, and shortly thereafter produced Houston Framework, a vision for civic art and design for the region. Since then the agency has managed important civic art projects for the City of Houston, including works at Hobby and Bush Intercontinental Airports as well as the general Services Division.

In June 2006, as part of the establishment of Houston Arts Alliance, City Council adopted an Ordinance placing the management and conservation of the City's art collection under the auspices of HAA through contract agreements with HAS and GSD.

- **Civic Art + Design Program (CAD):** Partnering with the City of Houston, CAD commissions art reflecting the city's creativity and uniqueness. The civic art team actively fosters a contemporary collection of works, manages the existing municipal collection and showcases regional artists through exhibitions in the Alliance

Gallery. The Civic Art + Design program announces Houston as a cultural capital to visitors at the airports. With an emphasis on regional artist CAD in partnership with the Houston Airport System has included new works by 74 local art and craft practitioners. The Portable Works Program not only increases the quality of our public buildings. It brings our local cultural practitioners work to a regional, national and international audience and heralds the COH as an important cultural center.

Civic Art + Design contributes to the economic development of the city. Civic art projects put the funding back into the local economy by facilitating an alliance of local professionals and businesses in the process of placemaking.

Civic Art + Design is an essential act demonstrating the vitality of Houston's contemporary culture through an active coordination of knowledge, skill and design practices. It provides a dynamic way for public, private and community partners to directly engage in the making of their city.

- **City of Houston Civic Art Program:** In December 1999, Houston's City Council adopted an ordinance that mandates identification of 1.75% of applicable CIP budgets (vertical building) be identified for civic art. Nationally known as a percent for art or public art program, the City of Houston's CIP mandate for civic art is included in each annual Capital Investment Projects (CIP) plan. By ordinance, funds do not have to be applied to the project that generates the monies; however the funds must be spent within that department. Civic art monies may be used for fabrication of new works, existing works and conservation of artworks currently in the City's civic art collection.

A Civic Art Committee comprised of members of the Board of Directors of HAA, and community representatives with experience in the visual arts, architecture, urban design and city planning, provides program oversight in cooperation with HAA and city staff.

- **Management of new Civic Art Projects:** HAA manages city art projects through project planning, and artist research, selection and contracting process. Project management continues through the design, fabrication, installation and completion phases of the contract.
- **Collection Management and Conservation of City's Art Collection:** In 2013 HAA continued its art condition assessments of the City's collection. This important information provides an overview of existing works and is the basis of a pro-active conservation program. Recently CAD established a public art website on behalf of the City of Houston (<http://publicarthouston.org/>). In FY 2014, the web portal will be linked with the HAS public art website.

HAA continues to work on digital documentation of assets to provide content for City reports, presentations and resources for the City's distribution of public information.

- **Management of new Conservation Projects:** In FY2013, the HAA collection management and conservation program, on behalf of the City of Houston coordinated the removal of the memorial sculptures from Hermann Park's Rose Garden. The 22 sculptures are being stored, cleaned and conserved during the garden redesign. Sculptures will be reinstalled at the garden September 2015. Henry Moore's 'Spindle' has undergone extensive conservation treatment to reinstate its surface to the quality of the original patina. Design and fabrication of distinct cases and installation of the IAH Portable Works Collection has been completed in terminals A & D.
- **Other Civic Art Partners:** HAA is working with the Buffalo Bayou Partnership to commission significant permanent artworks by both local and national artists as a part of the Shepherd to Sabine regeneration of Buffalo Bayou Park.

Civic art programing goes beyond static permanent art. HAA/CAD Temporary Art Program initiated and completed the Blue Trees project. Working with artist Konstantin Dimopoulos, two stands of crepe myrtles (over 500 trees) at Waugh and Memorial drive were animated by the artist and 300 local volunteers.

- **Alliance Gallery:** The Alliance Gallery is dedicated to presenting quality artwork created by regional artists, furthering our city's reputation as a hub for creative activity and as a cultural tourism destination. Throughout the year various exhibitions are curated to promote Houston Arts Alliance's Individual Artist Grant Recipients and other emerging Houston Artists. The gallery is also presenting work from mid-September through mid-January at Houston's Central Library.

#### IV. Folklife and Traditional Arts

The Folklife and Traditional Arts program at HAA began to take shape in 2008 when a grant was awarded by the National Endowment for the Arts to assess to potential for developing a citywide folklife initiative for Houston. With these resources, a needs assessment was conducted and results compiled in 2009, resulting in a vision for the first city folklife program in the state of Texas and placing Houston in league with similar such efforts in major urban destinations such as Philadelphia, New York City and Miami.

In early 2010, independent funding was secured to support the staffing and initial development of the Folklife and Traditional Arts Program. With support from the Houston Endowment and the National Endowment for the Arts, the program was launched in April 2010 with the following as its overall goals:

- Create a community advisory committee
  - Undertake community-based research to identify tradition bearers and folk artists
  - Document tradition bearers and folk artists
  - Develop and schedule public programming
  - Build public awareness through information and programs
  - Market the city's rich and diverse cultural communities to locals and visitors alike
  - Provide technical assistance to individuals and organizations on folklife and traditional arts resources
  - Archive resulting research, documentation and program outcomes
- **Folklife and Traditional Arts: Community Advisory Committee:** In keeping with HAA policy, the Folklife program developed a board-appointed committee to ensure the program's outreach, effectiveness and sustainability. This committee is made up of HAA board members and selected community members.
  - **Folklife and Traditional Arts: Community-Based Research:** Despite its rich and diverse neighborhoods and communities, Houston has not benefited from any comprehensive effort to identify, document, preserve, present and honor the cultural traditions that are based in its past and influence its future. The Folklife and Traditional Arts Program staff and interns undertake this work through grassroots research and in cooperation with a wide variety of collaborating institutions and cultural organizations including the Houston Museum of African American Culture, The Asia Society Texas, and Interfaith Ministries. All documentation is becoming part of the archives of the Folklife Program.
  - **Folklife and Traditional Arts: Programs 2014:** The programmatic offerings of the Folklife and Traditional Arts program will communicate the breadth of Houston's cultural riches and the important idea that cultural traditions and the folk arts are central to the identity of the city's diverse communities. Programs will provide an exemplary way to showcase communities both to themselves and to their neighbors as well as an important opportunity to create adventuresome, productive and enlightening exchanges between and among communities. Programs for 2014 include:

#### *Local Roots, Global Culture*

- A multi-program, multi-genre, multi-venue exploration and celebration of the artistic traditions that have been fostered in Houston's diverse cultural communities that will feature workshops, exhibitions, performances and media projects.

#### *Writing & C/Siting Houston*

- Authors, artists, scholars and others give voice to the diversity of Houston places through commissioned pieces prepared for publication, webcast, digital mapping and public presentation.

#### *Working the Port*

- First ever effort to document the culture of work surrounding the many individuals who earn their living in industries that fuel the Port of Houston and the Houston Ship Channel. Ongoing research, planning and resource development will be undertaken in preparation for several special programs and exhibitions celebrating the Centennial of the Port of Houston in 2014.

#### *Folk Arts Fellowship Grants*

- Work with the HAA Grants Department to further develop a grant program focused on supporting individual master artists in the passing on of their traditions to skilled and interested members of their community to ensure the preservation of a wide range of traditions and to expand Houston's identity as a global center for the arts.

## V. Communications

The goals for the communications department are:

- To build awareness locally of the offerings of Houston Arts Alliance for the public, especially permanent and temporary public art, Folklife + Traditional Arts programming, Artshound.com, and Arts & Business Council of Greater Houston;
- To keep the arts and culture community informed of the many programs, services and grants available to them through HAA;
- To represent Houston's arts and culture through community outreach;
- To support major arts events in the city through promotion and media relations in order to draw cultural tourists to Houston; and
- To market Houston's arts as a whole to impact tourism to the city, especially through the new "Houston Is Inspired" campaign.
- To launch a new website to serve these goals.

The organization uses the tools of its comprehensive website at [www.houstonartsalliance.com](http://www.houstonartsalliance.com); e-marketing; social media; community outreach; and media relations to accomplish these goals.

- **Arts and Culture Awareness Campaign: Houston Is Inspired:** In spring 2013, Houston's arts and culture community launched a major awareness campaign aimed at elevating the visibility of Houston's arts and engaging audiences and artists both locally and globally. The theme "Houston Is Inspired" is central to the campaign, which includes a social media component and the opportunity to share stories of inspiration at [www.houstonisinspired.com](http://www.houstonisinspired.com). These stories from patrons, as well as those of local and international artists sharing the impact of Houston on their creativity, are part of the publicity effort behind the campaign.

Houston Arts Alliance, alongside Houston Theater District, Houston Museum District and Fresh Arts, led this unprecedented, large-scale collaboration of the arts community. More than 100 of our arts and culture organizations, galleries and artists are participating thus far, with more signing on every day.

If the community desires, the campaign will continue through the fall of 2014 with a call-to-action for the general public with discounted tickets.

**Artshound.com:** Is HAA's online calendar and the go-to site for information about Houston's thriving arts and culture sector. The site provides comprehensive information about festivals, gallery openings, workshops, auditions, artist profiles, venue and organization information, civic art, dance, music, theatre and more.

In FY06, Houston Arts Alliance contracted with Artsopolis San Jose to create a comprehensive, easy-to-use web arts/events calendar. The calendar's purpose is to function as an adjunct promotions and marketing tool for the many arts organizations in the Greater Houston area, and assist them in reaching both Houstonians and visitors to the region. It also educates potential audiences about the breadth and depth of arts opportunities in the area. As of December 2012, half-price tickets are now available for purchase through Goldstar on the Artshound.com site.

It currently averages over 93,000 site visits per month. Houston Arts Alliance also sends a weekly e-blast newsletter to opt-in subscribers from the Artshound site and maintains a Facebook page and Twitter account, publicizing select coming events and linking back to the site to encourage and expand site usage.

## **LEADERSHIP AND ORGANIZATIONAL MANAGEMENT**

Houston Arts Alliance is a 501(c) (3) charitable nonprofit corporation. We are a local arts agency serving Houston and the surrounding regional area.

### **Governance**

Houston Arts Alliance is governed by a diverse 31-member board of directors who volunteer their time and expertise to advance the arts in Houston and Harris County. Twenty-two members are recommended by the agency's leadership and nominating committee for three-year terms at the approval of the board; 6 are appointed for three-year terms by the Mayor of Houston and approved by City Council, and one serves as the Mayor's liaison. In addition, there are two voting liaisons, the President and CEO of the Greater Houston Convention & Visitors Bureau, as a reciprocal appointment, and a board member of the Greater Houston Hotel & Lodging Association, also a reciprocal appointment. Serving in an ex-officio capacity are the Director of the Houston First Corporation and one representative each from the Theater District Improvement, Inc. and Houston Museum District Association. Board members represent the entire city, and include business leadership, academics, artists and arts professionals, and community volunteers.

The board is led by an executive committee composed of a chairman, vice chairman, a treasurer, a secretary, the chairs of the standing committees, and the Mayor's appointee. Standing committees include Finance, Grants, Civic Art, Leadership & Nominating, and Audit.

### **Organizational Management**

The organization is managed by a CEO who reports to the board. The board and staff regularly review organizational management and administrative practices to maximize efficiency and adopt up-to-date policies, a process initiated in FY03. Our financials are audited annually by an independent auditing firm.

### **Leadership**

2014 will be the seventh year for CEO Jonathon Glus at HAA. Matthew Lennon serves as the Director of Civic Art + Design, bringing many successful years of both national and international public art experience as producer, curator, artist and administrator to the position. We are also fortunate to have former Texas state folklorist Pat Jasper heading up our Folklife and Traditional Arts Program. Pat is a nationally-recognized and award-winning researcher, curator and producer. Richard Graber enters his sixth year at HAA as Director of Programs and Services, with over 15 years in the nonprofit arts sector. Richard works with our constituents programs that help

build critical infrastructure for small organizations as well as other capacity building programs/services for both emerging and established organizations. Marie Jacinto joined HAA as Director of Communications in May 2010 after a long career in marketing with Society of Performing Arts in Houston. Marie has brought a consistent effort to HAA's efforts to market the arts in the Greater Houston Area. Diem Jones joined HAA in early February 2012 as Director of Grants, advancing the grants program with his technology experience. Dean McGee came aboard as COO in October 2013, assuming the Finance and Administration leadership after serving almost 20 years in consulting and financial management for the nonprofit industry.

From the Board perspective, the 2014 board leadership includes longtime arts supporter and finance industry executive and arts supporter Chairman Marc Melcher, entrepreneur and longtime arts supporter Vice Chairman John Guess, finance industry executive and civic leader Treasurer Suresh Raghavan, and oil and gas industry executive Secretary Denise DuBard.

#### CONCLUSION

The City of Houston's long-time investment in the arts reflects the important role that cultural organizations and artists have in the quality of life that Houstonians enjoy and in making the city an attractive destination for visitors. For Houston Arts Alliance, it is an honor to partner with the City of Houston in this endeavor.